The New School University Faculty Senate (UFS)  
Meeting Minutes  
Tuesday, November 9, 2010; 8:30 am – 10:00 am  
66 West 12th Street, Orozco Room, Rm. 712

Minutes from the third session of the 2010-11 Senate – full session, 8:30 am–9:00 am; closed session, 9:00 am–10:00 am. Chaired by Nidhi Srinivas.

Present:

*Senators:*  
Alexandra Chasin, Co-Chair, Lang  
Nidhi Srinivas, Co-Chair, Milano  
Ken Stevens, Co-Chair, Parsons  
Shoshanah Goldberg, Secretary, Milano  
Elaine Abelson, NSSR  
Richard Boukas, Jazz  
Katarzyna Gruda, Parsons  
Paul Hardart, NSGS  
David Lewis, Parsons  
David Loeb, Mannes  
Arien Mack, NSSR  
David Marcinkowski, NSGS  
Rose Réjouis, Lang  
Christopher Shinn, Drama  
Chris Stover, Jazz  
Howard Steele, NSSR  
Gary Vena, Drama  
Bhawani Venkataraman, Lang  
Aleksandra Wagner, NSGS  
Susan Yelavich, Parsons

*Ex Officio:*  
Tim Marshall, Provost  
David Scobey, Liaison for the Deans’ Council
I. Full Session

Welcome and introductions:
The meeting was opened by Nidhi Srinivas. Srinivas welcomed Provost Tim Marshall and Executive Dean of NSGS/Milano and Liaison for the Deans’ Council, David Scobey. The Senators introduced themselves. Luis Santos was introduced as the new administrative support to the Senate. The Co-Chairs thanked David Ford, who prior held this position, for his valuable support to the Senate during the past academic year, and expressed their appreciation to Tim Marshall and the Provost Office for providing their staff and administrative support to the Senate.

Remarks from the Provost:
Provost Tim Marshall updated the Senate on the key issues that the Provost Office currently addresses:

Full Time Faculty Handbook:
The Provost Office continues to revise the Faculty Handbook during this academic year. The Faculty Handbook Committee is in the process of creating a second draft based on reviews and comments made to the first draft. All New School divisions are involved in this process and have provided valuable feedback to the Provost Office and the various committees, both within and across the divisions.

Faculty Reviews:
54 reviews are being conducted during this academic year, mostly concerning transitioning (grand-parented) faculty members.

Faculty Searches:
Currently, 50 faculty searches are being conducted and job descriptions are being finalized. For example, the New School is seeking to hire an India China professor for the India China Institute (ICI). The University aims to establish the institute as an India China Institute with an equal focus on both regions rather than splitting it into two separate institutes, one focusing on India, the other on China.

Dean Searches:
The Provost Office is conducting dean searches for Lang, Mannes, and The New School for Drama. Stefania de Kennessy has been appointed Interim Dean of Lang for the 2010-2011 academic year, during which time a full search is being conducted. Bob LuPone (Drama) and Joel Lester (Mannes) will continue their terms until the end of this 2010-2011 academic year.

Faculty Affairs Committee:
The Committee is in the process of developing university-wide norms for reviews and promotions. Currently, there are no standardized processes in place. To ensure the quality, transparency, and equity across the divisions, other areas and policies are reviewed. The goal is to move towards
university-wide practices while ensuring that the individual needs and characteristics of each division are being considered and the bureaucratic structure remains as lean as possible. The following topics are currently on the Committee’s agenda:

- Designing a faculty mentoring program: the program is designed to provide a support system for incoming junior faculty. The idea is that senior faculty members serve as mentors to junior faculty members. Originally proposed as a one-on-one mentoring program, the Committee has realized some issues. For example, there are less transitioning (grand-parented) faculty members than junior faculty members.
- Implementing an annual faculty review process
- Supporting the transitioning (grand-parented) faculty promotion process
- Finding a standardized framework for leaves of absence, such as sabbaticals, etc.
- Conversion policies for term faculty into RTA
- Faculty ombudsperson: specifics about this proposed position are currently being developed

**Academic Plan:**

In order to let the incoming President lead and implement a Strategic Plan process with his own stamp on it, as directed by the Board of Trustees, the work that the Provost Office has already done in this area is being thought of as a set of “Academic Priorities”. These priorities fall into the following categories:

- curriculum and pedagogy
- faculty and student support
- the look of the campus both physically and online
- academic technology (AT)
- social justice

**Questions/Comments from the Senate:**

A suggestion was made to design a series of keynote welcome events for the incoming University President, David Van Zandt. It was suggested that these events would be led and hosted by the divisions to present themselves to the President. For example, the Jazz division would hold a faculty concert, etc. Provost Marshall welcomed this idea. He affirmed that the incoming President was eager to learn about the divisions and get to know the institution from the inside. For example, he plans to hold a series of meetings with faculty members from the various divisions.

A question was raised regarding the Provost Office’s vision concerning changes to, and the future of, the AT and IT systems. The Provost affirmed the need for a long-term vision around the issue of infrastructure. Current technology issues, such as those addressed in the P3 committees, focused on problem-solving aspects instead of on creating a long-term vision. The University is in the
process of setting up an academic technology committee that will be concerned with the evaluation of platforms that are currently being used and with questions of how to create a sustainable physical and virtual network. Marshall reiterated the importance of a comprehensive long-term thinking process to identify and evaluate how the University sees itself and how it wants to be perceived as an academic institution. Currently, there has not been set a deadline by which this new committee has to be formed.

One question addressed the proposed role of an ombudsperson. Marshall stated that this was an issue that faculty members have raised and discussed several times, e.g., in the Faculty Affairs Committee. The primary role of this person will be to look into faculty affairs issues and to deal with matters, such as transitioning. This position is thought to be a “go-to” entity for faculty members. In the current structure of the University, there is no such position in place, and faculty members either have to voice their issues by reaching out to the Provost Office or to the HR department, both of which were not considered ideal situations. The ombudsperson is proposed to be a person outside of the institution who would help faculty negotiate, and go through processes such as transitioning.

A question was raised regarding the University’s decision-making processes and transparency for determining faculty salaries, including pay bands, standards, and other criteria within the University, as well as compared to New York City, and nationwide. Provost Marshall proposed to take this question back to the Provost Office and the HR department, and it was suggested that the University Faculty Senate invite a representative from the HR department to an upcoming Senate meeting to discuss this question in detail.

**Introduction of David Scobey, Liaison for the Deans’ Council:**
Dean Scobey introduced himself and stated that he sees his role as a liaison rather than a representative from the Deans’ Council. Being new to The New School, he is excited to serve in this function, as he seeks to gain a deeper understanding of faculty issues. He affirmed that he views this as an opportunity to listen to the faculty and to bring any questions or concerns back to the Deans’ Council, and vice versa. Moreover, he reiterated that he was open to answering any personal questions, e.g., about his academic background. He gave a brief overview over his professional background, including his engagements as Professor of Community Partnerships at Bates College and Director of the Harvard Center for Community Partnerships, which focused on community-based learning and research, co-curricular work, and environmental stewardship, and as Director of the Arts of Citizenship program at the University of Michigan, which promotes the public role of arts, culture, and design in community building and community strengthening, and deepening democracy.

As Executive Dean of NSGS/Milano, Scobey is intrigued by the new division’s mixture of liberal learning, the combination of theory and practice, defining educational roles, the engagement of
academic discourse in public work, and interdisciplinary approaches, including across the undergraduate and graduate schools. He hopes to have a name for the new division and the restructured schools in place soon. The new division will contain five schools: an undergraduate school; Milano/GPIA; a media studies school; a writing school; and a language school, including foreign languages and ESL studies. Scobey emphasized the role of cross-university involvement. He stated that the transitioning process of the new division is complex and complicated. He seeks to ensure that the logistics of the integration process will be conducted as smoothly as possible, without losing the individual spirits of each school. As an organization of diverse divisions, each having their individual history, mission, and culture, this process provides a number of interesting challenges, such as the creation of a faculty handbook. In spite of all challenges, Scobey is excited to see a great vision around scholarship and practical experience, a wide range of interesting studies, such as urban-focused studies, creative studies, comparative literature, etc. Moreover, he views the new division as a laboratory for a variety of interesting threads, intellectual productivity, and for combining theory and practice in interesting ways.

A question was raised regarding the mission of the language school. Scobey stated that the division continues its mission to teach both English and foreign languages within the new division as well as continue to offer language classes to students from all divisions. Additionally, a new language teacher training program is currently being explored. Moreover, Scobey reiterated the School’s deep connection to continuing education. One of his goals as Executive Dean is to continue and grow The New School’s legacy and commitment to continuing education.

The discussion then moved to the divisional representation on the Faculty Senate. The Governance Committee is currently looking into this issue. The Committee’s goal is to find a solution for the division’s representation that ensures that all stakeholders’ interests are represented and that reflects the unification process instead of merely organizing the division’s representation by school.

A question was raised regarding the undergraduate studies program and the adult learning division. The Dean reiterated his recognition of the value of continuing education at The New School. First, the value of continuing education was a way to provide democratic access to a diverse range of students, which also spoke to his personal values and beliefs in community education. Second, he stated that continuing education was a legacy, an integral part of The New School. He reiterated the importance of creating a new version of this valuable tradition. One of the issues explored in regards to continuing education is to find a suitable place within the division’s administration, e.g., it is being discussed whether a cross-divisional position should be created that would oversee continuing education, such as an Associate Dean position.

Another question addressed Milano’s Nonprofit Management program and the role of teaching and learning about cross-sector management. Scobey noted that the school’s themes already showed a commitment to cross-domain and interdisciplinary work. He feels that this idea is
aligned with the school’s mission and that there exists a lot of individual expertise in this area at Milano. Moreover, he sees interesting opportunities for the undergraduate and the media studies programs in the integration of the divisions.

Nidhi Srinivas thanked Provost Marshall and Dean Scobey for their time and valuable input.

II. Closed Session

Approval of Minutes from the University Faculty Senate meeting on October 12, 2010:
The minutes from the October 12 meeting were approved unanimously.

Liaison with the University Student Senate (USS):
Howard Steele reported that it was discussed to invite one or two members from the University Student Senate (USS) to attend to a University Faculty Senate (UFS) meeting once per term, and vice versa. While the UFS’s sessions are scheduled once per month, the USS meets on a weekly basis. Steele, who sees his engagement with the USS more as an individual representation rather than a formal representation of the Faculty Senate, remarked that he welcomes a second Senator to join him when attending a USS meeting. Howard Steele also reiterated his charge as Liaison, which is to craft a regular role for the UFS Liaison to the USS.

Steele noted that one of the main issues the Student Senate currently addresses is how to manage their budget. He stated that the USS welcomes advice from faculty in regards to this matter. The Faculty Senate’s discussion of the USS budget led to a question concerning the Provost Office’s allocation of resources, such as research support and funding for individual projects. The Co-Chairs offered to bring this question to the Provost Office.

Statement of Charges and Reports from Standing Committees:

Faculty Affairs Committee:
Committee Chair Aleksandra Wagner presented the Committee’s statement of charges and reported on the Committee’s work since the last Senate meeting. The complete Committee report can be found enclosed.

The charge of the Committee is “to synthesize efforts of various bodies dealing with the workload in different divisions of University and to make them known to the Senate on a regular basis, as well as to address other issues of interest to the faculty, as they arise” (see enclosed). The diverse representation of Senators from different divisions on the Committee was pointed out as important to addressing the issue of workload in a joint environment, as the different entities each have their own assessment processes of this issue in place. Wagner quoted a memo from Jim Miller, Chair of the university-wide Standing Handbook Committee, made to the Deans’ Council, stating the challenge of finding the balance between the individual needs and customs of each
division and the need for creating workload equity and equivalency across divisions. Furthermore, Wagner reported that the Standing Handbook Committee members were invited to create a repertoire of core tasks, divided into the categories of teaching, research, and service, that all full-time faculty may be expected to perform as part of their job.

The Committee asked for recommendations in regards to creating a suitable reporting structure of the various meetings around the workload issue to the Senate. The Committee also asked individual Senate members to share their thoughts and ideas with the Committee.

A question was raised in regards to the issue of workload. At Mannes, many full-time and especially senior faculty members had a fluctuating workload due to the scheduling structure of the school. It was inquired whether other divisions faced similar situations, and, if so, whether it would be useful to create workload averages, knowing that a certain amount of fluctuation was unavoidable.

**Governance Committee:**

Committee Chair Rose Réjouis reported on the Committee’s work since the past Faculty Senate meeting. One of the main charges of the Committee is to find and recommend a suitable representation of the new division (NSGS/Milano) on the University Faculty Senate. Currently, NSGS and Milano together provide eight representatives, five from NSGS and three from Milano. The Committee members are discussing whether, and if so, how to change the division’s representation moving forward. The Committee would like to find a solution that represents a unified new division instead of allocating representation merely by each school within the larger division. It was noted that this was a mathematical problem, but also an issue of finding an appropriate and fair solution for representing the new division on the University Faculty Senate.

According to the current bylaws, the maximum number of representatives is limited to eight Senators per division. Each division has to provide a minimum of two representatives. Beyond that, representation is based on the size of the divisions; bigger divisions have a larger number of representatives than smaller divisions. Currently, Parsons has the highest number of representatives, providing 6 of the 27 Senate members.

It was proposed to keep the current divisional representation on the Faculty Senate during the new division’s transitioning process.

**Infrastructure Committee:**

Committee Chair David Lewis distributed the Committee’s report, which addressed the issues concerning the University’s implementation of the wireless Network Access Control (NAC) client, SafeConnect (see enclosed). The Committee had been charged with the examination of this matter in response to a detailed report made by a faculty member, which had raised concerns regarding data security and privacy issues. Based on the Committee’s assessment,
recommendations were made to the Senate in regards to the SafeConnect system itself, the implementation of SafeConnect by The New School, and suggestions for future IT decisions. It was reiterated that the Infrastructure Committee believes that the IT department at The New School has acted in good faith when choosing SafeConnect. Moreover, they have worked openly and collaboratively with the Committee to provide any documentation requested and explain their decision-making processes. The complete Information Technology Report that was provided to the Infrastructure Committee will be made available to the Senators for their review (see enclosed).

The Co-Chairs reported that they had been approached by a student who has written an article about this issue. It was inquired whether the report from the Infrastructure Committee could be shared with said student, and whether the Committee, especially the Committee Chair, might be willing and available to speak to the student. This question led to a discussion of whether or not to share internal documents, such as committee reports, with parties outside of the Senate, and if so, what the process should be, e.g., whether the committee reports needed the Senate’s approval before being distributed to outside parties.

Announcements and other business:

Reception plans:
The UFS together with the Board of Trustees will host a reception for the incoming University President, David Van Zandt. The reception will be held on March 10, 2011 in the Orozco room.

Planning for Spring term:
The Co-Chairs announced that Shoshanah Goldberg has decided to step down from her role as Secretary. They asked the Senators to consider their nomination for this position. A new Secretary will be elected at the next UFS session. The Senate thanked Shoshanah Goldberg for her work as Secretary during the past year.

The meeting was adjourned at 10:00 am. The next meeting will be held on December 14, 2010.